

I. THE ORIGINS OF PASG

The Personnel Approaches Study Group (PASG) was the result of a suggestion made by the Director of Personnel to prevent a fragmented approach to changing the personnel management system in the Agency. The Office of Personnel was already involved in a low-key study to make some needed changes. The backing of top management, especially Mr. Colby, resulted in a much more comprehensive revamping than would have been possible otherwise.

During late 1972 and early 1973 the Office of Personnel was actively involved in reviewing current personnel management policies and procedures in the Agency. Staff proposals were written on fitness reports, employee mobility, executive development, counseling, etc. Mr. Colby, then Executive Director-Comptroller, was sounded out on some of these proposals and was most encouraging in his support. He made it clear that he had a personal interest in personnel management and would be receptive to other proposals on needed changes.

About the same time, others were taking a look at some of the same problems and submitting reports to the Director:

MAG, "Career Services: Need For Change" (7 May 73)

IG, "Agency Career Services" (Apr 73)

STAT [redacted] "Personnel Management in CIA" (13 Mar 73)

On 1 June 1973 the CIA Management Committee met and spent almost the entire meeting discussing personnel management issues raised by these papers. The Director of Personnel advised the Committee that the points raised should not be considered independently of other aspects of personnel management and that he should be allowed to develop an integrated approach. The Committee agreed and directed the Director of Personnel to set up a study group to make specific recommendations on changes in the personnel management system.

Each Deputy Director appointed a representative to the study group and it became known as the Personnel Approaches Study Group (PASG). The Office of Personnel/Plans Staff provided the staff support for the PASG Report and has continued to work with the Directorates in implementing the new approaches.

II. THE PURPOSES OF THE CAREERS COMMITTEE

The Careers Committee was established for the primary purpose of serving as a mechanism to facilitate the exchange of information among Career Services. Career Service Heads were not given to understand that the Committee would be working on career patterns that would involve inter-Directorate personnel movements. It can be said that the Committee

intends to promote greater willingness among Agency managers to consider and recognize the transferrability of skills between more occupational groups than is the case at the moment. The Committee through this approach of studying and analyzing the facts of movements of personnel between occupational groups expects to broaden the career prospects for those able employees caught by lack of growth opportunity in their own component. Developmental Profiles prepared as part of a PDP requirement serve as reference and point of discussion in searching out and addressing various career management issues. Likewise, the role and responsibilities of Agency career counselors will be an area of focus for the Committee. No doubt one of the unannounced objectives of the Committee is to do what it can to minimize the bias which currently impedes intra-Agency personnel movements of talented and valuable employees.